

2021 Stewardship Report



Contents

Executive Summary: A Letter from the National President and the Interim Chief Executive Officer	4
Part 1: Courage	6
Resilience in the COVID-19 Era.....	7
Girl Scouts at Home.....	7
Girl Scout Cookie Program 2021.....	8
Powerful Programming.....	9
Virtual Events	9
Outdoor Highlights	11
Girl Scouts Taking Action and Creating Impact.....	12
Global Girl Scouting.....	13
2021 Girl Scout Badges.....	15
Diversity, Equity, Inclusion, and Racial Justice.....	16
Movement-Wide Audit.....	16
DEI/RJ at GSUSA.....	16
<i>DEI/RJ Today: Educating Ourselves on Diversity, Equity, Inclusion, and Racial Justice</i>	17
DEI/RJ-Centered Research	17
Part 2: Confidence	19
Membership.....	20
Extended Year Membership Campaign	21
Volunteer Systems 2.0	21
Virtual Council Staff Summit	21
Data and Analytics.....	21
Girl Scout Brand Elevation and Revenue Diversification Efforts	22
Brand Identity—Championing Girl Ambition	22
Circle Around	22
Thought Leadership: Girl Scout Research Institute	23
<i>A New Decade of Girls’ Leadership</i>	23
<i>Girls Speak Out About Mental Health</i>	24
<i>The Benefits of Being a Girl Scout Volunteer</i>	25
<i>The Girl Scout Alum Difference: A Lifetime of Courage, Confidence, and Character</i>	25
The Gold Award—the Preeminent Youth Leadership Award—and Our Other Highest Awards	27

Amplifying and Elevating the Girl Scout Movement	29
External Engagement by GSUSA Leadership	29
Public Policy and Advocacy Achievements.....	30
Growing GSUSA's Strategic Partnerships, New Ventures, and Philanthropy Efforts	31
Fiscal Year 2021 Fundraising.....	31
Council Support	32
Alums and Supporters	32
Planned Giving Initiatives	32
Key Government Partnerships and Programs.....	33
Stewardship of Our Girl Scout Properties	34
The Birthplace: The Heart and Home of the Girl Scout Movement	34
Harnessing the Value of Our Girl Scout “Jewels”	35
Part 3: Character	36
Network Alignment	37
Council Litigation	37
Scouts BSA Litigation.....	37
Strategy Implementation	37
Committees.....	38
Communication	38
Girl Advisory Board.....	39
Volunteers: The Backbone of Girl Scouts.....	40
Volunteer Support.....	40
Volunteer Voices.....	40
Culture	42
Part 4: Financial Report	43
Economic Realities	44
Financial Reporting Periods	44
Financial Results—Balance Sheet	45
Financial Results: Income Statement	46
Support Provided by GSUSA to Girl Scout Councils	47
National Girl Scout Council Retirement Plan (NGSCR)	48
Outlook for 2022 and Beyond.....	49

Executive Summary



A Letter from the National President and the Interim Chief Executive Officer

Throughout our history, Girl Scouts has shown strength and resilience during difficult times. During this past year, we have navigated through historic unforeseen challenges for our country and our Movement, meeting those challenges with courage, confidence, and character. The pandemic provided an unexpected opportunity to innovate, adapt, recalibrate, and directly connect with our members. The racial divide in our country has underscored the need for Girl Scouts to seriously evaluate our culture, processes, and procedures to become an actively anti-racist organization. Federal, state, and local government events have spotlighted the importance of our civics education badges, and global threats and cybersecurity breaches have reinforced the need for Girl Scouts to be digitally literate and for our Cybersecurity badges. In short, over the past year, Girl Scouts has continued to innovate and harness our possibility thinking to ensure the Girl Scout experience for today's girls remains relevant, impactful, and transformative. We must continue to be dynamic and empowering to ensure that we are providing all girls the tools they need to create the future they want and gain the skills they need to thrive.



In September 2020, the National Board detailed its commitments (hereafter the “[Board Commitments](#)”) to the Movement for the 2020–2023 triennium. In this report, we not only detail how the board has addressed those commitments this year, but we also look at the collective successes of the Movement, GSUSA, and the National Board. In the first section, we discuss the courage and resilience Girl Scouts have exhibited through yet another year of the pandemic. Although we had a second cookie season upended by COVID-19, we share bright spots that occurred as a result. We then highlight our powerful programming and the amazing events we provided this year. Finally, we examine the courage we have shown as we begin the journey toward becoming an anti-racist organization.

In the next section of this report, we focus on the measures we have taken to increase and solidify confidence in the Movement, starting with the key metrics of retaining and reclaiming members and engaging new members. We discuss our efforts to amplify and elevate Girl Scouting and our brand, including the new brand rollout and the dissemination of the great work of the Girl Scout Research Institute. We review our efforts to elevate the Gold

Award, and we enumerate the outreach efforts by the board, the interim CEO, and our Public Policy Office to external partners and potential partners through speaking engagements and other partnerships. We also celebrate the funding that the Strategic Partnerships and New Ventures team and the board have secured. Finally, we review the renovations that have been completed at the Juliette Gordon Low Birthplace and the strategic national work related to GSUSA and Movement camps and other properties.

Part three of this report elaborates on our character. We cite the progress we have made in streamlining our Network Alignment and committee structure, making them both more efficient and more inclusive. We discuss our ongoing litigation to protect our brand and our intellectual property. We are also excited to tell you about the National Girl Advisory Board and the changes that will make volunteering with us easier! Finally, our culture is our character, and we enumerate the steps we at GSUSA have taken to ensure that we are inclusive, that we work collaboratively, and that employees feel valued.

The final section of this report contains our financial summary. The last two years have been particularly challenging, and still GSUSA has net assets of \$179.1 million. We were also able to distribute \$8.8 million to councils this year to support programming and to offset expenses. Finally, we preview our outlook for FY2022 and beyond.

It is always inspiring, and this year was no different, to see Girl Scouts fearlessly taking on the mantle of leadership, harnessing their skills, talents, and vision to create real change and make the world a better place. Thank you for all the time, treasure, passion, and heart you invest in supporting Girl Scouts and providing them with the life-changing Girl Scout experience. The world needs Girl Scouts now more than ever; our mission has never been more important or relevant. We must continue to act boldly with girls at the center of everything we do, guided by our Girl Scout values. The last year has shown us that, together, there is no limit to what we can accomplish. We look forward to working collaboratively with all of you in the remainder of this triennium to make those dreams realities.

Yours in Girl Scouting,



Karen Layng
National President



Judith Batty
Interim Chief Executive Officer

Part 1: Courage



Grit.
Grace.
Strength.



In this Girl Scout year, the Movement—including our girls, their families, our volunteers, our donors, council and GSUSA staff and boards, and other stakeholders—has been impacted in ways that have changed Girl Scouts forever. The courageous and innovative resilience demonstrated across our Movement, and Girl Scouting worldwide, shows the exceptional grit, grace, and strength of Girl Scouts and the impacts we make when working together. There are so many high points in this courageous year—our collective strength in response to the pandemic; our ongoing effort to be a more diverse, equitable, and inclusive Movement; our powerful programming; and our global impact—that we are only able to highlight some of them below.

Resilience in the COVID-19 Era

Girl Scouts at Home

Girl Scouts at Home launched on March 27, 2020, with 32 activities and videos as a rapid response to the COVID-19 quarantine. A year and a half later, the site is an even more dynamic experience for girls, volunteers, and families, including more than 200 activities, 170 videos, seven national service projects, special challenges and patches, and a robust virtual events and camp marketplace. In mid-summer 2020, as volunteers began preparing to meet again, the site was recalibrated as a resource for volunteers (as well as the original family audience) with the goal of providing easy-to-find content and activities that can be shared with families in lieu of a troop meeting or used within a virtual troop meeting. The video content was created in partnership with more than 40 councils as well as grant funders. In addition, live-event content has been reimaged for the on-demand format of Girl Scouts at Home, allowing more Girl Scouts to interact with that content. (See “Virtual Events” in the “Powerful Programming” section below.)

Based on the increasing COVID-19 and Delta variant threats this fall, Girl Scouts at Home is being transformed again to meet the changing needs of girls and volunteers. The content will be reorganized into the Girl Scout Activity Zone, a one-stop shop for girls, volunteers, prospective members, and their families to explore theme-based Girl Scout content. For example, troops interested in discovering new activities, challenges, events, and badges about the environment would go to a curated section of the website that elevates and frames that content for each Girl Scout level. In addition, a new Try It section of the Girl Scout Activity Zone will provide prospective members and their families with a selection of exciting, hands-on Girl Scout programming that gives them an opportunity to explore the fun and variety of experiences that await them as new members of Girl Scouts.

Girl Scout Cookie Program 2021

COVID-19 continued to pose significant challenges for the Girl Scout Cookie Program in 2021. Although we ended the season with a decline in sales from the 2020 cookie season, five key areas of success should be noted:

1. We launched new program-focused resources to support girls, many of which were customized to meet Girl Scout needs in a virtual meeting and selling space. They include: the Cookie Program Family Meeting Toolkit, which complemented the Cookie Entrepreneur Family pin launched in 2020; the online Cookie Badge Tip Sheets (which were downloaded 37,000 times) to help girls connect the current Cookie Business badges to digital marketing and virtual selling; and the virtual experiential reward, Disney on Broadway, through which Girl Scouts got a peek behind the scenes, learned about the production process, and heard from the amazing women who make these shows happen.
2. We completed technology enhancements that contributed to growth in our digital channels, including improvements in the functionality of the Troop and the Troop Shipped links, contactless payment methods, and enhanced consumer search options.
3. We benefited from new and expanded national partnerships that included four national booth partners—Food Lion, GNC, Petsense, and Walmart—that hosted girls while complying with COVID-19 regulations. Collectively, these partners hosted 49,000 booths across 3,400 locations, with over 8,000 troops participating. The Grubhub partnership, our initial foray into an entirely new sales channel, yielded nearly \$1 million in sales across more than 100 participating councils and generated a significant volume of media coverage.
4. We launched our first major national paid social media campaign, which was coordinated with GSUSA, ABC Bakers, Little Brownie Bakers, and Grubhub, and received a 19x return on ad spend.
5. We developed and implemented new or enhanced program resources for staff, including new virtual staff training sessions that supported over 100 staff members in 58 councils, monthly webinars that discussed COVID-19 scenario planning tools, marketing and public relations toolkits, and a national Product Program Cookbook (a month-by-month planning tool).

Looking forward to the 2022 cookie program, we will continue to pursue our sustainability vision, which includes developing a future plan for recyclable, reusable, or compostable packaging. We are also extremely excited to launch Adventurefuls™, our new national cookie and the first national cookie with the same name across both bakers since Thin Mints®.



Powerful Programming

The COVID-19 pandemic presented unique opportunities to innovate our Movement through creative and meaningful programming in the United States and worldwide, including a focus on virtual programming, outdoor engagements, our strategic partnership with WAGGGS, and the release of new badges.

Virtual Events

This year we seized every opportunity to keep our girls and volunteers engaged in Girl Scouting through compelling, interactive, live virtual events. The best performing and most engaging events were connected to larger initiatives and what was happening in the world.

Becoming Me Program: The Becoming Me program, a special collaboration with Penguin Random House and former First Lady of the United States Michelle Obama, kicked off with a virtual event with Mrs. Obama and our Girl Scouts. It was a huge success for our Movement, with more than 100,000 members attending, making it the largest event in recent history. Importantly, the experience girls had at the event was overwhelmingly positive—more than 90% agreed a little or a lot that the event made them proud to be a Girl Scout, feel connected to Girl Scouts around the world, feel like Girl Scouts is relevant to families like theirs, and feel like they belong in Girl Scouts. Among adult attendees, over 90% said the event helped them and their Girl Scout learn about being “confident in myself and my abilities,” feeling confident trying new things, and the importance of mentors.

The Becoming Me program provided an immediate, aligned program experience for all members, allowing them to build on the event’s excitement by earning a series of curated badges and participating in a national service project. It is part of the work GSUSA has been doing to identify additional opportunities for recruitment and renewal, including ways to welcome back girls and volunteers whose memberships lapsed during the past year. Focusing the event as a membership driver was also successful, and in April 2021, the Movement saw the largest number of membership purchases in a single month in seven years.



Girl Scout STEM Festival: Girl Scouts who participate in girl-focused STEM programs become better problem-solvers, critical thinkers, and inspirational leaders; they also get better grades, earn scholarships, follow more lucrative career paths, and see STEM as the foundation for a meaningful and successful future. Nearly 10,000 girls from all 50 states and 25 countries participated in the Girl Scout virtual STEM Festival, developed in collaboration with AT&T, which took place on April 17, 2021. The event featured opening and closing remarks from Gold Award Girl Scout hosts and offered a total of 139 unique experiences for girls, 36 unique hands-on activities, 66 requirements that could be completed to earn badges and Journeys, 12 unique backstage pass events, and 29 booths that delivered 91 unique experiences. Girls who submitted a post-event survey were also sent a complimentary STEM Festival patch.

Campfire Chats: Our Campfire Chat program, which brings together powerful Girl Scout alums and supporters at the top of their fields for panel discussions on timely topics, launched in 2019 with two in-person events. In fiscal year 2021, we produced six live virtual Campfire Chats, five of which were funded. We partnered with Citi Foundation (October 2020), the World Foundation for Girl Guides and Girl Scouts, Inc. (December 2020), The David and Lura Lovell Foundation (March 2021), and Aetna, a CVS Health Company (May 2021). On average, Campfire Chats saw over 1,000 registrants and an event satisfaction rating of 94%, a testament to the events’ engaging speakers and content.

Campus Girl Scouts: GSUSA developed a *Campus Girl Scouts’ Guidebook* to bridge the gap between the girl program and adulthood by encouraging graduates to launch or join Campus Girl Scout clubs at their college or university. Building on the success of the girl program, it provides them a path to continue their Girl Scouting experience—and support local Girl Scouts.



Outdoor Highlights

As stay-at-home orders began lifting across the country in spring 2021, Girl Scouts and their families headed outdoors in a major way.

Girl Scout Tree Promise: We launched our first national climate action, the Girl Scout Tree Promise, on Earth Day, April 22, 2021. Through this initiative, supported by the Elliott Wildlife Values Project, Girl Scouts have committed to planting 5 million trees in five years and to protecting and honoring existing tree cover. Although the pandemic prevented us from successfully carrying out our large-scale planting plans this year, which would have resulted in hundreds of thousands of trees planted, councils continued building their community and funding support for the Tree Promise, and within the first three months, members from 110 councils in all 50 states and Puerto Rico planted over 34,000 trees.

Girl Scouts Love the Outdoors Challenge: In May, we launched the 2021 Girl Scouts Love the Outdoors Challenge, sponsored by HydroFlask. Building on the outstanding success of this initiative in 2020, Girl Scouts are challenged to complete a set of outdoor activities, including planting a tree, learning a new swim stroke, and reducing single-use plastics. The challenge—which was available through September 2021—was a top download on Girl Scouts at Home.

Camp 2021: After most camps were offered virtually in 2020, the majority of councils welcomed members back to in-person camps in 2021. As registration opened for in-person camp, many councils were thrilled to see Girl Scouts so eager to get back to camp and their camps filling up faster than previous years.

Girl Scouts Love State Parks: To wrap up an amazing year outdoors, we held Girl Scouts Love State Parks in nearly 500 state parks across the country on September 11 and 12, hosted in partnership with the National Association of State Park Directors. Sponsored by Thor Industries and The VF Foundation, and welcoming many visitors who were new to responsible recreation, this year's event focused on environmental stewardship as an important way of showing our love for parks. It allowed Girl Scouts across the country an opportunity to celebrate their love of the outdoors while also participating in service projects to help restore our parks.

Girl Scouts in Action



Lia helped girls connect healthier food to a healthier body image with a comic book and workshop curriculum.



Kayla founded the nonprofit Earth Savers Rock to teach others how to minimize toxic waste.



Zoe developed “GirlCode: Expanding Coding for Minority Girls” to inspire girls in her community to explore STEM.

Girl Scouts Taking Action and Creating Impact

Even amid the daily challenges of life during a pandemic, Girl Scouts have continued to seize opportunities to speak out, step up, and take the lead to address issues they care about. Their everyday actions, large and small, have made their community and the world better places. Whether they are participating in space science research, raising money for organizations supporting women in challenging circumstances, or helping girls battle negative body image, Girl Scouts across our Movement know the power they have to create the change they want to see and find creative ways to make an impact.

Reducing Toxic Waste: Girl Scout Kayla from Girl Scouts of Nation’s Capital earned her Gold Award by raising awareness about waste minimization, which refers to processes that reduce the amount and toxicity of hazardous waste. Kayla founded a nonprofit, Earth Savers Rock, and she continues to promote environmental sustainability by providing her social media followers with information and practical tips to help them reduce, reuse, and recycle. She believes that with a little effort, we can all make a BIG difference for the environment.

Helping Women in Need: The nine members of Girl Scouts of Central and Western Massachusetts’ Girl Scout Troop 64736 earned their Bronze Award by raising \$1,000 to bring awareness and support to Abby’s House in Worcester. Abby’s House is a nonprofit organization that provides shelter and affordable housing, as well as advocacy and support services, for women experiencing homelessness, domestic violence, and economic insecurity. The troop rose to the challenge of fundraising during a pandemic by selling cookies—forgoing prizes—and donating all proceeds. They also planned a virtual 5K race to raise additional funds.

Contributing to the Future of Spaceflight Research: In 2020, more than 680 Girl Scouts, thanks to Girl Scouts of Citrus Council, entered ideas for spaceflight experiments through a challenge called Making Space for Girls that was organized by SpaceKids Global and ProXopS, the commercial service provider for the International Space Stations' (ISS) U.S. National Laboratory. The winning ideas—related to how tomatoes, peppers, and lemongrass grow in microgravity, the tunneling behavior of ants in space, and the feasibility of incubating and sustaining a colony of brine shrimp—were then developed into flight projects. These Girl Scout researchers are among the first to help test a new autonomous research platform, the Faraday Research Facility, that launched on August 28, 2021, on SpaceX's 23rd Commercial Resupply Services mission to the ISS with the experiments aboard. These Girl Scouts are able to monitor their experiments' progress and compare the spaceflight samples with their control experiments back on earth via images taken with the platform's internal cameras and transmitted daily.

Inspiring Minority Girls to Pursue STEM: When Gold Award Girl Scout Zoe from Girl Scouts of Greater Los Angeles was introduced to her first STEM class in middle school, she noticed she was one of the only girls in the class. She noticed the same pattern when she got to high school, so she decided that it was time for change. She took action, creating a STEM program designed for girls called "GirlCode: Expanding Coding for Minority Girls." Her project recognized and celebrated women in STEM fields and inspired many girls in her community to explore the world of STEM.

Fighting Hair Discrimination: In their video series "I Am More Than My Crown," Silver Award Girl Scouts Aubrey, Kharys, Korynn, and Madison in Girl Scouts of Greater Atlanta's Troop 18575 made it their mission to educate their communities and peers about the beauty of natural hair and the deep-rooted discrimination that Black women and girls face at school and work for the way they wear their hair. They wrote letters to Georgia lawmakers and interviewed women from various professional backgrounds about navigating corporate America with natural hair. They also created a PSA, urged others to sign a petition to end natural hair discrimination, and used social media platforms to promote the beauty of Afros, twist-outs, braids, and other styles. Their project encourages girls to have confidence to embrace their natural hair and be who they were created to be.

Helping Girls with Body Image: For her Gold Award, Girl Scout Ambassador Lia, a member of Girl Scouts San Diego's Troop 3892, created engaging resources for girls who have a disconnected relationship with food and body image. She wrote and illustrated a comic book to promote balanced diets, healthier eating habits, and cooking with confidence. She also collaborated with a dietitian and the San Diego County Library on a workshop curriculum offering local preteens and mentors the opportunity to discuss their relationships with food and their bodies.

Global Girl Scouting

World Association of Girl Guides and Girl Scouts (WAGGGS): As its fifth Board Commitment, the board and International Commissioner Wendy Drummond set the mandate to advocate for all girls to have the opportunity to grow and thrive in safe girl-only spaces where they can learn to lead in a rapidly changing world. Although the pandemic disrupted our international work, it did allow members to find creative ways to come together globally. Much work has been done this year to advance this cause, but the lift remains significant for the remainder of the triennium and beyond.

GSUSA is proud of our work and collaboration with the World Association of Girl Guides and Girl Scouts and the World Foundation for Girl Guides and Girl Scouts, a corporation established in 1971 by WAGGGS and GSUSA to raise funds and provide grants to support bringing girls across the world impactful international opportunities and high-quality education programs in life skills, leadership, and citizenship. Read about

some of this year's highlights below.

- **WAGGGS Committees:** GSUSA submitted the nomination of 11 exceptional Movement leaders to serve on WAGGGS' committees, and we are still awaiting the results.
- **Compass 2032:** GSUSA has been extremely engaged in the WAGGGS' Compass 2032 work. Compass 2032 is a broad, aspirational, 12-year vision and roadmap for the Girl Guide and Girl Scout Movement. It sets out what the Movement desires for the world and describes the high-level focus the Movement will take to help make it a reality. WAGGGS held five virtual sessions to provide member organizations an opportunity to give feedback and input on the direction of the Movement for the next decade. In addition to GSUSA providing written feedback, on April 17 to 18, over 30 GSUSA girls participated in WAGGGS Compass 2032 Workshops. During the April 18 session, GSUSA girls, the only girls to participate, joined adult representatives from over 25 member organizations to share their thoughts. In addition to giving input, our GSUSA girls led conversations in break-out rooms and session report-outs.

Compass 2032 is not a strategy or an action plan. Each member organization will determine on which areas of Compass 2032 it will focus, based on its own communities, membership, organizational strengths, and ambitions. Final Compass 2032 was voted on and approved during the 37th WAGGGS World Conference in July 2021.

- **World Conference 2021:** The triennial WAGGGS World Conference was to be held in Uganda in July 2020 but due to the pandemic was postponed and reimagined as a virtual program that took place from July 27 through July 31, 2021. We are very excited that Debra Nakatomi, former board member, was elected to the WAGGGS World Board. Her skills and background will be a great asset to both the World Board and the broader Movement. The board looks forward to working with Debra in our continued efforts to promulgate GSUSA's own international strategy.

While GSUSA had a successful World Conference, including the passing of all five motions we proposed or cosponsored, which focused on structures to strengthen board continuity and capacity, we lost the bid to host the World Conference 2023 to Cyprus. We thank our wonderful delegation of GSUSA board members, staff, council CEOs, and young women for their consistent engagement and work on all these efforts.

- **2021 Global Roundtable:** The Global Roundtable was to be held in Orlando, Florida, alongside G.I.R.L. 2020/55th National Council Session and bring together girl-only member organizations to discuss the importance of being a girl-only organization in the 21st century. The in-person gathering was canceled and the Global Roundtable was shifted to a virtual program that was held on September 10, 2021. Nonetheless, the hosting program in the lead-up to the event continued, connecting girl-only member organizations with Girl Scout councils and culminating in an online celebration on October 17, 2020. The event brought together over 125 participants from around the world to meet and celebrate the past year of building friendships and connections. The four-hour online program featured WAGGGS and GSUSA leadership, 2019 National Gold Award Girl Scout Isabella Dionne, interactive discussions, and an international celebration, all moderated by our global G-TEAM interns Isabel, Maya, and Maria from Girl Scouts of Caribe, USA Girl Scouts Overseas (USAGSO), and Guías de México, respectively.

The half-day Global Roundtable centered around global research conducted by the Girl Scout Research Institute with Girl Guides and Girl Scouts on the value of all-girl spaces. Expert panelists included Girl Guides and Girl Scouts, and participants took part in breakout conversations. Representatives from over 50 WAGGGS member organizations joined the conversation, and the program was made possible thanks to the generous support of the World Foundation for Girl Guides and Girl Scouts.

2021 Girl Scout Badges

The new 2021 badges and awards, which were launched in August, also seek to engage more girls in varied experiences and to provide opportunities for them to reengage in the external world while remaining safe, even as the pandemic and Delta variant continue.

The 28 new badge experiences are focused on entrepreneurship, math in nature, and digital leadership, and they embolden girls to navigate a changing society and build the futures they want for themselves and the world. They address both girls' evolving interests in ways that resonate with them and some of parents' top concerns for their children as they navigate the increasingly digital world—by helping girls develop an entrepreneurial mindset toward technology, learn STEM skills while exploring nature, and build confidence and safe practices online.

Math in Nature (grades K–5): These badges get girls outdoors to explore and conserve the natural world as they learn math concepts. Activities include discovering shapes and patterns in natural objects, learning about symmetry and tessellation, and mastering time and measurement theories. Girl Scouts then use this background to design nectar feeders, trail maps, and other outdoor tools and essentials. They were sponsored by Johnson & Johnson.

Cookie Business (grades K–12): The new Cookie Business badges help girls think like entrepreneurs as they run their own cookie businesses and incorporate online sales via digital platforms. The badges progress from goal setting and effective sales pitching, in person and online, to using market research, creating business plans, and implementing digital marketing campaigns. In light of the consumer trend to shop more online, including on digital cookie platforms, girls now have even more opportunities to gain experience in digital sales and marketing.

Digital Leadership (grades K–12): Girl Scouts explore what a leader is, both online and in their everyday lives. They learn how to be online in a responsible and safe way, and dive into topics like managing their wellbeing online, balancing their time on and offline, and dealing with issues like misinformation, clickbait, and biases in advertising. Girl Scouts discover how people employ technology to connect and lead, then use those skills to create impact and become digital activists themselves. While internet safety and wellbeing are among parents' top concerns since the pandemic, many girls are already digital leaders who engage with technology to connect with others on social issues and causes they care about. These forward-thinking badges are designed to support and motivate girls as they navigate the digital world. The badges were sponsored by Instagram.



Diversity, Equity, Inclusion, and Racial Justice

An important component of our Movement strategy and a critical initiative for the future of our organization, which is reflected in our second Board Commitment, is our diversity, equity, inclusion, and racial justice (DEI/RJ) work. Participating in strategic discussions led by Noorain Khan and Lydia Mallett, board members and National Board DEI/RJ Task Force cochairs, the board is seeking to set the strategic vision for the DEI/RJ work. In June 2020, GSUSA pledged to do the work to become an anti-racist organization, and over this past year we have engaged in some of the critical steps needed to move our organization forward.

Our goal is for Girl Scouts to be, and to be known as, a welcoming organization where every Girl Scout feels they belong—that Girl Scouts is for them. Regardless of race, religion, family income, or cultural background, all Girl Scouts deserve to be part of a Movement that teaches valuable life skills and that sets them up for success throughout their lives. In the coming year, we will also discuss and clarify GSUSA's policies related to gender identity and gender fluidity. We will work to refine and align our understanding so that we have consistent application throughout the Movement. In summary, the status quo is not acceptable, and we seek to grow and evolve as an organization.

Movement-Wide Audit

To fully understand the work ahead of us we need a clear picture of where our Movement is now. The Ford Foundation made a \$500,000 grant to fund Girl Scouts' Movement-wide DEI/RJ audit, and this generous grant enabled us to engage a consultant, Symphonic Strategies, to gather and analyze information we already have (e.g., membership metrics, demographics, organizational policies) and collect new data where needed—for example, via staff and volunteer surveys and focus groups. The goal of the audit is to support the development of a data-driven, Movement-wide DEI/RJ strategy.

DEI/RJ at GSUSA

At GSUSA we are working to ensure that we incorporate a DEI/RJ perspective in the refresh of existing programs and development of new programs. All 28 new badges launched this summer underwent this

process of review. Also, our Marketing team is continuing to work with DEI consultants to inform us on various issues and offer an important editorial perspective.

DEI/RJ Today: Educating Ourselves on Diversity, Equity, Inclusion, and Racial Justice

In November 2020, the Diversity, Equity, Inclusion, and Racial Justice Steering Committee inaugurated a monthly newsletter, *DEI/RJ Today*, that is dedicated to informing GSUSA and councils about the scope and specifics of the steering committee's work. *DEI/RJ Today* also breaks down key DEI/RJ concepts and terms to help ensure we are all on the same page, highlights important DEI/RJ initiatives Movement-wide (including inspiring girl-led efforts), shares historical accounts of our Movement's wins and misses in the fight for equality and justice that will help guide our way forward, and provides resources for further learning.

The newsletter is a collaborative way of educating ourselves and our fellow members on the complex DEI/RJ landscape, supporting council efforts, and sharing best practices, resources, and programs so that we may all benefit from one another's learning and successes as we work to advance diversity, equity, inclusion, and racial justice across the Movement.

DEI/RJ-Centered Research

Camp Inclusion Study: Continuing to work toward our goal of encouraging all girls to experience the outdoors, in spring 2021, the Girl Scout Research Institute launched a resident camp inclusion study in partnership with the University of Utah and the outdoor strategy team. The goal of this study is to understand how we can create even more inclusive and accessible camp spaces for all girls. We expect to share the resulting insights early in 2022.

Girl Scout Voices Count: The 2021 Girl Scout Voices Count (GSVC) survey is GSUSA's annual Voice of the Customer research program, designed to capture the experiences of current members and families. The survey was sent in April to all registered girls, parents/caregivers, and troop leaders and included new metrics around diversity, equity, and inclusion. The results show that our members are largely white and non-Hispanic, though the proportion of members of color is increasing. Caregivers and troop leaders are highly educated, with one in three having a graduate degree and eight in ten having at least a two-year college degree. This number is higher than the United States' national average of 32% of adults having at least a bachelor's degree. Six in ten adults belong to Generation X and about three in ten are Millennials; seven in ten were themselves Girl Scouts as children.

New to the GSVC surveys this year are questions we asked adults about whether they or someone in their family identifies as part of the lesbian, gay, bisexual, transgender, queer (LGBTQ+) community, and one in ten said yes. We also asked high school Girl Scouts their gender pronouns: 9% use pronouns other than "she/her." Finally, we asked troop leaders about the dimensions of diversity in their troops: 61% said their Girl Scouts are from a variety of racial/ethnic backgrounds, and 15% said their troops include Girl Scouts who identify as LGBTQ+. This varies by troop grade level. For example, over one in five Cadette troop leaders said there are LGBTQ+ Girl Scouts in their troop, compared to nearly one in three Senior and Ambassador troop leaders and fewer than one in ten Daisy, Brownie, and Junior troop leaders.

Additionally, troop leaders indicated the extent to which their troops included girls with different needs: one in two said their troop included Girl Scouts who have learning/cognitive challenges, who have emotional/behavioral challenges, or who come from economically challenged households. One in ten said that girls in their troop have physical disabilities.

Thousands of leaders shared comments about the DEI/RJ-related challenges they face and their struggles to create an environment that invites and is effective for all Girl Scouts. GSUSA will continue to build our knowledge base about the issues our volunteers are facing and the resources they need to be successful as they deliver the Girl Scout experience.

Next, we asked caregivers to rate how important it is that Girl Scouts, as an organization, actively works toward building a diverse, equitable, and inclusive community. Across all topics, including working toward being an anti-racist organization, being inclusive for Girl Scouts with different learning styles or with disabilities, or creating an inclusive environment for LGBTQ+ Girl Scouts, more than eight in ten thought it was important for Girl Scouts to focus on inclusion.

Finally, most girls and their caregivers feel a strong sense of inclusion and belonging in Girl Scouts. Across a variety of categories, girls say they feel safe in Girl Scouts, are able to be themselves, and have a leader who cares about them as a person and makes them feel important. Caregivers agree that Girl Scouts as an organization strives to make everyone feel welcome (regardless of their background), staff treats their family with respect, and leaders make their Girl Scout feel like part of the group.

As we move forward with our DEI/RJ work, we will continue to ask tough questions and have important conversations so we can learn, grow, and become an organization where all Girl Scouts thrive.

Part 2: Confidence

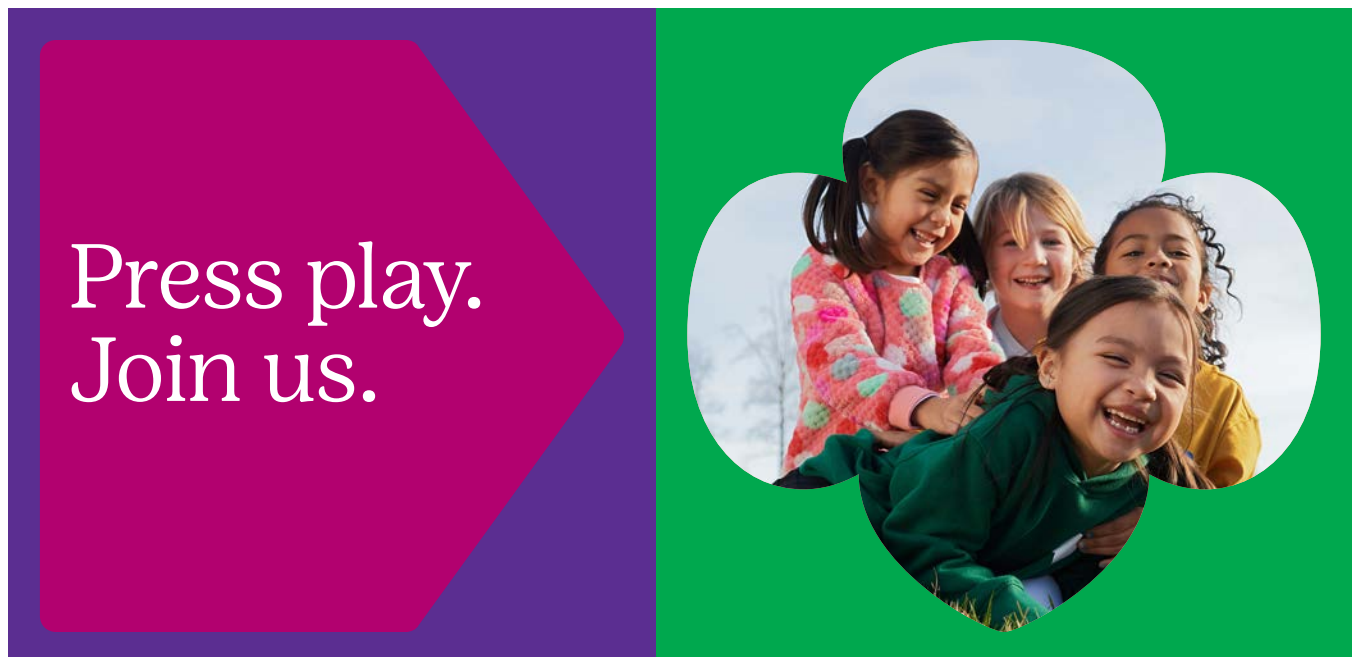


Confidence is a key tenet of Girl Scouting. It is a personal goal and equally important as a key business strategy. The National Board set as its first Board Commitment for this triennium ensuring the long-term sustainability of Girl Scouts as the preeminent leadership organization for girls through financial and brand stewardship and good governance. To that end, the board began the next phase of Movement-wide strategy work in June 2021. This work will continue throughout this autumn and winter and be a focus of the Board Chair/CEO Conference in November 2021. National Board members have facilitated impactful pro bono work for our Movement strategy work, including National President Karen Layng securing pro bono services from MRM, a global direct and digital marketing agency, for One GS Media; from Wells Fargo for the Gold Award Task Force; and from Stout, a global investment bank and advisory firm specializing in corporate finance, valuation, financial disputes, and investigations, to support the Strategic Membership Expansion Task Force.

To understand GSUSA and the board's focus on these key imperatives, this section will examine membership, our brand elevation and revenue diversification efforts, GSUSA's operational and organizational shifts to better support the Movement, philanthropy, and our treasured GSUSA and Movement assets: our highest awards, including the preeminent youth leadership award, our Gold Award; the Girl Scout Research Institute; and our real estate.

Membership

COVID-19 has continued to pose a challenge to our efforts to reach and recruit more members. In FY 2021, recruitment was slower than expected at the time of our spring campaign launch. Lower capacities in summer camps due to COVID-19 and the cancellation of some summer programming due to staffing challenges contributed to lower recruitment and renewal. As a Movement, we ended the year around 25% lower than FY 2020 membership. Considering these factors, the board approved additional funding for key membership growth initiatives, including a summer/fall marketing campaign, the Becoming Me program production costs, a recruitment campaign for lapsed members, and other support. Our collective commitment to membership growth is critical to the continued health of our organization and to the girls whose futures are powerfully shaped by their Girl Scout experiences.



Extended Year Membership Campaign

We introduced Extended Year Membership in fiscal year 2018 as an incentive for new members to join mid-fiscal year. The \$35 membership was offered to girl and adult members beginning in May with the membership extending through September of the following year (e.g., May 2020–September 2021). In March, after seeking input from the membership through national delegates, the board approved two changes to the Extended Year Membership category:

- The commencement date for Extended Year Membership was permanently changed to April 1.
- For this year only, Extended Year Membership was available to former or lapsed members who were ready to rejoin Girl Scouts. This one-time exception was based on the unique circumstances caused by COVID-19.

You can read more about the process that led to the board's decision on Extended Year Membership in the Network Alignment section on page 37.

Volunteer Systems 2.0

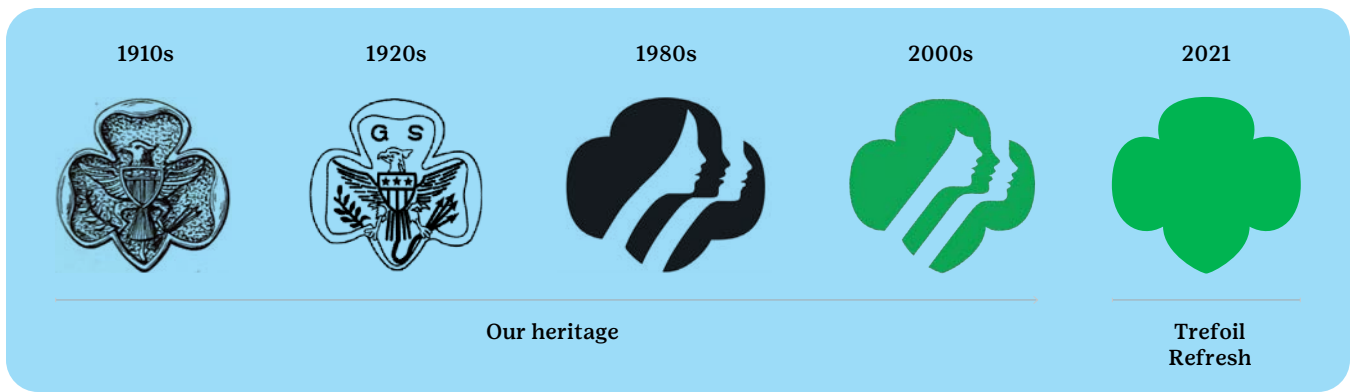
The continued evolution of Volunteer Systems allows us to build a stable and scalable foundation for future technology investments, while improving the customer experience. Volunteer Systems 2.0 went live in December 2020, and 109 councils and USAGSO were onboarded. Bug fixes and enhancements have been ongoing throughout 2021 and will continue to be a major focus in FY 2022. In addition, by the end of September, councils plus USAGSO were onboarded to gsEvents, our integrated membership and event registration tool designed to support councils. It has created new ways for girls and adults to participate in Girl Scouting, highlighting council events and camp options alongside troops as members join. GSUSA has provided support to councils and users through virtual training, resource guides, open office hours, and ongoing calls and communications, and will continue to enhance and expand these offerings. In July 2021 GSUSA welcomed the Farthest North Girl Scout Council to the common technology platform, leaving only the Girl Scouts of one council unable to enjoy the full Girl Scout experience.

Virtual Council Staff Summit

From February 22 to 25, 2021, we convened the first virtual Council Staff Summit, our largest council staff conference to date, with 2,354 registrants from 110 councils, USAGSO, Guam Girl Scouts, and Girl Guides of Canada. The summit spanned four days and united council operational staff around short-term membership opportunities, as well as national partnerships, our brand refresh, and training on the use of Volunteer Systems and gsEvents.

Data and Analytics

As a Movement, we have established a strong data foundation that has modernized how we run our business and increased our analytical maturity. We now have a view into our membership data that enables us to turn information into insights. Expanding our understanding of the families we serve is key to creating actionable strategies for recruitment and increasing membership—a critical element of our future success. In February of 2020 and May of 2021, GSUSA provided councils individualized reports with in-depth information about the segments in their market and the makeup of their membership. This data gives us insight into who our members are as well as who we are not serving but could be.



Girl Scout Brand Elevation and Revenue Diversification Efforts

Brand Identity—Championing Girl Ambition

In 2019, we began the process of evolving our brand from within and positioning our Movement to meet the changing needs of today’s girls. We focused on creating an ownable space, differentiated branding, and increasing Movement clarity to consistently deliver a relevant Girl Scout experience that resonates with girls, parents, volunteers, current and prospective members, partners, funders, and other key stakeholders. In February 2021, despite the many challenges presented by COVID-19, we finalized our new brand, as well as our new brand purpose—“Championing Girl Ambition.” Our verbal identity employs language that invites girls in, giving them space to share their stories in their own words and with their own voices. Our visual identity reclaims the power of our iconic Girl Scout Trefoil, energizes our brand through color, and creates a unique look through the integration of our badge and patch shapes as tangible representations of girl accomplishments.

We officially launched our new brand identity with our fall recruitment campaign—although we had offered a preview of it in the spring renewal campaign, the Girl Scout Research Institute’s alum study, and the Becoming Me program—appealing to internal and external audiences with a differentiated, bold, and fresh look. GSUSA continues to rebrand all Girl Scout initiatives and deliver turnkey resources to councils, prioritizing initiatives with the highest visibility. At the same time, councils are focusing on adopting brand assets and consistent implementation of brand standards while managing through existing inventories. This transition will take time and requires a phased approach, with councils rebranding and creating new versions as timelines and budgets allow.

Circle Around

The board continues to review the governance and funding of One GS Media LLC, GSUSA’s wholly owned subsidiary, and has identified needs to address and best serve One GS Media’s growth plan. The Circle Around site is evolving, and GSUSA very much appreciates that a new national media partner, MRM, has been retained and has agreed to provide material pro bono services. MRM is a leading marketing agency, and with a strong foundation in strategy, data science, technology, and creativity, is working to grow the site and lead the company to success. This fall, the site will release an exciting series highlighting the incredible contributions of our own Gold Award Girl Scouts in their efforts to make the world a better place. The Movement owes a debt of gratitude for the tireless efforts of board member Rumi Morales and former board member Jenny Alonzo in supporting One GS Media.

A New Decade of Girls' Leadership Snapshot

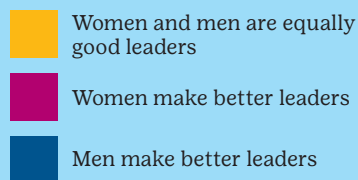
In your opinion, who make better political leaders?



Girls (ages 11-17)



Boys (ages 11-17)



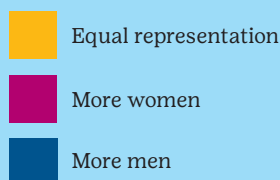
What would be the ideal makeup of elected officials in Congress?



Girls (ages 11-21)



Boys (ages 11-21)



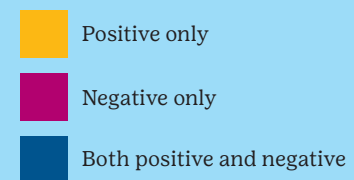
Do you have positive or negative feelings about a woman president of the U.S.?



Girls (ages 11-21)



Boys (ages 11-21)



Thought Leadership: Girl Scout Research Institute

The Girl Scout Research Institute (GSRI) delivers customer-centric, data-driven insights across the Girl Scout Movement and beyond. GSRI measures the impact of Girl Scout programming and leads national conversations about girls and their healthy development through groundbreaking original studies. In the past year, GSRI has published reports that give a clearer picture of girls' thoughts on leadership and mental health, the life benefits of volunteering with Girl Scouts, and the long-term benefits of Girl Scouting for our alums.

A New Decade of Girls' Leadership

As a refresh of our 2008 study [Change It Up! What Girls Say About Redefining Leadership](#), GSRI conducted a national study of 3,000 girls/young women and 1,000 boys/young men ages 8 to 21 to better understand how young people define, experience, and aspire toward leadership now and in the future. [A New Decade of Girls' Leadership](#)—the first in a two-part series—focuses on young people's thoughts and beliefs about gender, politics, and civic engagement. It also examines how girls of all ages are finding ways to be civically engaged and act on issues important to them and how girls want to take the lead in public service and advocacy.

Among the encouraging key findings in this report:

1. Youth today know women have what it takes to succeed in politics, and they want more equal gender representation in Congress.

More than seven in ten young people believe women and men make equally good political leaders, and three in four young people know that the current U.S. Congress consists of more men than women and want to increase the number of women elected.

2. Young people are ready to shatter the highest glass ceiling—they want to see a woman in the

Oval Office.

Nearly nine in ten girls/young women and six in ten boys/ young men would feel positive about a woman being elected as president of the United States. Yet both girls and boys are aware of the challenges that still exist for women in politics, such as gender-based discrimination.

3. Girls and young women are finding ways to be civically engaged and take action.

Sixty-two percent of young women ages 18 to 21 planned to vote in the November 2020 election, including 82% of those who were already registered. Among girls who aren't old enough to vote, nearly two in three (65%) have engaged in civic or political activities—getting involved in causes they care about, supporting their local communities through volunteer work, and/or reaching out to their elected officials.

4. Girls want to take the lead in public service and advocacy in the future.

Eighty-two percent want to make a positive impact on society through their work, and nearly all want a future workplace where employees are treated fairly and paid equally, regardless of gender. Additionally, 59% of girls and young women are interested in being a future leader in advocacy or public service or having a career as an elected official. Girls are most interested in advocating around issues like the environment, girls' and women's issues, LGBTQ+ and racial equity, and disability rights.

To address the gender gap in politics, girls/young women think we should encourage girls to think of themselves as leaders and provide them with opportunities to practice leadership. This includes addressing gender stereotypes about who can be a leader—teaching all children, including boys, about the importance of gender equality—and providing girls with role models who encourage them and ensure access to civic education to increase their interest and knowledge. The findings of *A New Decade of Girls' Leadership* reflect that girls know they can and should have a seat at the table and that they should embrace opportunities for political leadership.

Girls Speak Out About Mental Health

Being girl-led is part of Girl Scouts' DNA—which is why in summer 2020 the GSRI collaborated with ten members of the G-TEAM, a group of girls who served as advisors to GSUSA for the 55th National Council Session, to conduct research to inform the "Girls Speak Out" session at that event in October 2020. After girls determined that the focus of the session should be about mental health, GSRI engaged the G-TEAM as co-researchers to conduct a study and facilitate focus groups with high school girls to understand their overall experience with stress and anxiety, the kinds of mental health support they have, and the kinds of additional resources and support they need and would like to see from Girl Scouts as an organization. The G-TEAM participated in all stages of the research, from developing the questions to collecting and analyzing the data to sharing the findings both through a [written report](#) and a [recorded video](#) that was played during the National Council Session. This research, followed by additional GSRI research with council staff, parents, volunteers, and Girl Scouts, represents the first step in the development of a mental wellness program strategy for our Movement.

Key findings from this research show:

1. Girls are coping with a lot of stress and anxiety—especially about school and their future.

While seven in ten girls felt stressed about tests and homework, girls also expressed concern about living in an uncertain environment still dominated by the pandemic. Top of mind were schools' reopening plans, nervousness about remote learning and the quality of remote learning, and fears about how the pandemic would affect their college and career plans.

2. Girls have a complicated relationship with social media.

Nearly all girls who reported having or using social media say that their screen time has increased during the pandemic. They identified several benefits from their social media use, including being able to stay connected with the world around them, keeping themselves entertained, keeping in touch with friends and family (especially while social distancing), and educating themselves about topics that interest them.

But girls also often find themselves overwhelmed by the amount of information they receive, especially during the pandemic. The constant influx of information and news surrounding the state of the world can be damaging and taxing on their mental health. Social media also increases the challenges associated with battling negative self-image.

3. Girls feel their mental health is somewhat supported but need more resources and want to address stigma.

Although seven in ten girls feel their friends and family support their mental health, only about a third of them say the same of their schools and communities. They expressed a need for more resources and a desire to address the stigma that often surrounds this topic.

4. Girls say Girl Scouts supports their mental health.

Two-thirds of girls say that Girl Scouts is an accepting, safe space where they feel free to be themselves and where leaders and other girls are sources of support during difficult times. Girls mentioned that the virtual social interaction offered during the pandemic relieved them of COVID-related anxieties and was a beneficial constant during a time of change and uncertainty. They also said that Girl Scout programming supports resilience and mental health by building their confidence and equipping them with tools to cope with challenges and stressors.

Finally, girls had clear ideas about additional ways Girl Scouts can step up and support their mental health. They are specifically asking for help breaking down the stigma around mental health, encouraging open conversations about mental health, new programming, mental health education and training for girls and volunteers, and peer mentorship and social support.

The Benefits of Being a Girl Scout Volunteer

Research shows that volunteering offers a person a wide array of benefits, from the connection and sense of purpose felt through supporting important causes and helping people in need to boosting one's mental and physical health. [This fact sheet](#) from GSRI spotlights how our adult members benefit from their Girl Scout volunteer experiences and includes testimonials from troop leaders across the country on what volunteering means to them as well as quotes from girls about how volunteers impact their lives.

Through volunteering with Girl Scouts, most troop leaders surveyed in this report say they feel they are making a difference in the lives of girls and that they gain a sense of purpose, make friends, and become more involved in their communities. And their impact on girls and their families is profound. Most girls say their troop leader cares about them as a person, makes them feel important, supports them in pursuing their goals, and helps them think about their futures.

The Girl Scout Alum Difference: A Lifetime of Courage, Confidence, and Character

To understand the long-term benefits of Girl Scouting and earning the Girl Scout Gold Award, GSRI conducted a national study with 1,922 alums—922 of whom are Gold Award Girl Scouts—and 800 women

who were never Girl Scouts. This report shows that participating in Girl Scouts is a powerful factor for developing courage, confidence, and character, which in turn builds a foundation for success in education and careers, enables a lifetime of leadership, and provides high levels of life satisfaction. Alums assert that Girl Scouts set them on a path for achievement, connected them to something bigger than themselves, and helped them develop their passions and interests.

Among the key findings were that Girl Scout alums are more likely than other women to attain higher levels of education and management positions at work, volunteer and contribute to causes they support, be civically engaged, exhibit leadership attributes and hold more leadership roles, and be satisfied with life—personally, professionally, and financially.

Earning the Gold Award has even greater benefits. In addition to the above, Gold Award Girl Scouts report that the Gold Award process helped them develop essential 21st century employment skills, giving them a boost in their academic and professional lives. They also affirm that the Gold Award helped them get into college or graduate programs, earn scholarships, and secure jobs.

The Girl Scout Alum Difference confirms what Girl Scouts have known all along: Girl Scouting builds girls and women of courage, confidence, and character, who lead in their lives, at work, and in their communities.

The Gold Award—the Preeminent Youth Leadership Award—and Our Other Highest Awards

Between April 1, 2020, and March 31, 2021, approximately 3,500 Girl Scouts earned the Gold Award—the mark of the truly remarkable—by tackling pressing issues Americans face today, including taking action to destigmatize conversations about mental health, raising awareness about racism in the healthcare system, organizing a youth movement for environmental advocacy, documenting teens’ experiences in the pandemic in state archives, and increasing LGBTQ+ inclusion. This year’s Gold Award Girl Scouts also created innovative STEM-related projects focused on everything from robotics, coding, and computer programming to social media and digital safety, neuroscience, and bridging the technology gap.

Gold Award Girl Scouts not only create immediate positive change—they make a sustainable impact that will continue to benefit others for years to come.

To elevate Gold Award Girl Scouts, the board has leaned in and formed the National Gold Award Scholarship Task Force. Led by board member Diane Tipton and National Board Development Committee member Robyn Manzini, the task force’s efforts have already borne significant fruit, including national opportunities and partnerships to collaboratively elevate the Gold Award and to educate the business and academic communities about the return on investment in Girl Scouting. Through this work, in May 2021, we addressed the American Bankers Association DEI Open Forum, where Karen Layng spoke about Girl Scouts’ commitment to DEI and the work we are doing to become an organization that welcomes all girls. She also highlighted the breadth of our programming, including our badge experiences in financial literacy and entrepreneurship, which were of particular interest to this audience. Karen also delivered the keynote speech at the Association of Union Constructors’ August 2021 Annual Innovation Conference in St. Louis. Along with incredible Girl Scouts from Girl Scouts of Eastern Missouri, board member Mary Ann Altergott and Karen Layng spoke about the key role that girls play in delivering the future workforce pipeline to the construction and engineering industries.

Board member Eileen Drake, CEO of Aerojet Rocketdyne, also made two incredible opportunities available to Girl Scouts. First, she supported her company’s efforts to hire six Gold Award Girl Scouts for 2021 summer internships. In addition, through Eileen’s efforts and generosity, \$50,000 was donated to sponsor five Girl Scout teams to compete in the [2022 Aerospace Industry Association Rocketry Challenge](#).

In our wider community, we have continued to target educators to ensure college admissions officers, principals, and high school guidance counselors understand the value and impact of the Gold Award. We launched a partnership with CollegeLab, a college search engine, that offers free accounts for Girl Scouts in the Gold Award process or who are earning the College Knowledge badge. We also confirmed that all Gold Award Girl Scouts are entitled to enlist at a higher pay grade when they join the military and, in March 2021, launched a [Girl Scout Gold Award Military ribbon](#) designed to honor Gold Award Girl Scouts participating in military-affiliated programs as well as alums pursuing careers in the military.

In addition, GSUSA launched two new tools—“Your Guide to Going Gold” and a council Gold Award approval rubric—to coincide with “GoGold,” our Gold Award platform, and to further align our Movement on the Gold Award standards.

In addition to Gold Award Girl Scouts, nearly 50,000 Girl Scouts earned their Bronze and Silver Awards, completing service-learning projects that reflect an understanding of issues in their communities. The Bronze Award is the highest award a Junior can earn, and the Silver Award is the highest award a Cadette can earn. Bronze Award Girl Scouts work as a team to address an issue they care about, and Silver Award

Girl Scouts work as individuals or as part of a small group to identify the root cause of a community need that is important to them and complete a project that addresses it.

In fall 2020, we celebrated the ten National Gold Award Girl Scouts with an event that engaged and inspired thousands of Junior, Cadette, and Senior/Ambassador Girl Scouts to earn their Bronze, Silver, or Gold Awards. This year we began work to reimagine how we celebrate and elevate the entire class of Gold Award Girl Scouts.

Girl Scout Day 2021: We worked with Senator Tammy Duckworth (D-IL), a chairwoman of Troop Capitol Hill and Gold Award Girl Scout, to introduce a Senate resolution (S.Res.106), which passed by unanimous consent, to celebrate Girl Scouts' legacy of fostering civic action and community service among girls and of creating leaders in Gold Award Girl Scouts, including the 2020 National Gold Award Girl Scouts.



Amplifying and Elevating the Girl Scout Movement

External Engagement by GSUSA Leadership

Over the past year, GSUSA leadership has made great efforts to engage meaningfully with other outside organizations to advocate for Girl Scouts and shed light on the continued importance of our mission, bringing more potential supporters, donors, and partners into the world of Girl Scouts. They have seized these opportunities to speak personally about how Girl Scouts changes lives—including their own—and the positive impact Girl Scouts has had on communities across the country. Championing Girl Scouts as a force for good in the world, they have tied our mission to broader societal issues such as civic engagement, equality, justice, and inclusion, as well as critical challenges our country and American industry face with regard to cybersecurity, civics literacy, and innovation.

In January 2021, Eileen Drake delivered the keynote address to 5,000 aerospace professionals from 43 countries at the American Institute of Aeronautics and Astronautics SciTech Forum. In her remarks she spoke about Girl Scouts' commitment to STEM programming and inspiring more girls to see themselves as the STEM creators and innovators of the future. She also underscored the importance of forging impactful partnerships to deliver for the Girl Scouts we serve.

In August 2021, the Federal Bureau of Investigation (FBI) announced a partnership with GSUSA in support of Girl Scouts' STEM programming. FBI intelligence analysts and our own GSUSA board member Rachel Roché Walton assisted in launching this effort, which emanated from the FBI and GSUSA's work together on cybersecurity-themed virtual events for girls and parents that took place in April 2020. Through this collaboration, Girl Scout councils will have the opportunity to partner with FBI community outreach specialists within FBI field offices to offer Girl Scouts across the country access to STEM-related speakers and resources and to host in-person or virtual events. FBI employees will deliver interactive presentations and facilitate badge-earning activities within Girl Scouts' current STEM and cybersecurity programming. Girls will also learn about the mission and work of the FBI and its STEM-focused career offerings.

Our interim CEO Judith Batty has also advocated about the power of Girl Scouting to a broad array of audiences. At the Women | Future Conference in November 2020—at a virtual fireside chat called “Building the Next Generation of Women Leaders Who Make a Positive Impact in the World”—she shared impressive statistics about our 50 million Girl Scout alums and the impact they have had on the world. That same month she joined the virtual Tech Up for Women Conference to talk about how Girl Scouts' gender parity initiative will create a more equitable working world for girls and young women.

In January 2021, Judith participated in a panel hosted by Alpha Kappa Alpha sorority called “Thriving Beyond the Pandemic,” during which she highlighted the incredible work of two of our 2020 National Gold Award Girl Scouts. In February, she joined a fireside chat at the Hack for Inclusion event at MIT to speak on diversity, equity, and inclusion and its importance to Girl Scouts, and she spoke to the National Press Club about how Girl Scouts persevered during the pandemic and what to expect moving forward. In March, she championed Girl Scouts at the International Women's Day Forum on a panel convened to discuss how we ensure a more equitable and just world for the next generation. That same month, Judith joined Department of Homeland Security (DHS) Secretary Alejandro Mayorkas for a fireside chat about our country's cybersecurity challenges and how Girl Scouts is providing solutions. This conversation led directly to a partnership with DHS, announced in August, on the 2021 Girl Scout Cyber Awareness Challenge, an initiative to encourage Girl Scouts across the country to learn about cybersecurity. (You can read more on this partnership below.) In June, Judith joined a virtual panel event hosted by the National Archives

Foundation in commemoration of the 50th anniversary of the 26th Amendment, where she spoke about Girl Scouts' history of civic engagement and community action, as well as our civics programming and Democracy badges. And in September, Judith participated in a virtual panel discussion, "The Importance of Civics Policy to the Health of Our Democracy," at CivxNow's Policy Summit, an event dedicated to championing the need for civics education and opportunities for young people.

Public Policy and Advocacy Achievements

Over the past year, GSUSA's Public Policy and Advocacy (PPA) team in Washington, DC, actively pursued financial opportunities for GSUSA and councils to address the impacts of the COVID-19 pandemic. By taking a lead role in both formal and informal coalitions of nonprofits, PPA works to assure that Girl Scouts is included in pandemic relief and legislative opportunities and that we are positioned as a partner and resource for our nonprofit colleagues, Congress, federal agencies, and the administration. At the same time, PPA continued our work across party lines to position Girl Scouts as a go-to resource on issues affecting girls, educating and raising awareness about our Girl Scout priorities and promoting our programming in STEM, cybersecurity, civic education, entrepreneurship, the outdoors, and life skills.

COVID-19 Relief and Legislation

- We were an active leader in a national nonprofit coalition to position the nonprofit sector for COVID-19 relief, working to amend regulations to maximize opportunities for GSUSA and councils.
- As a result, GSUSA and the Movement benefited from the Paycheck Protection Program (PPP) loans:
 - ▶ Round one PPP loans: over \$86 million
 - ▶ Round two PPP loans: over \$71 million
- In addition to PPP, we created resources for councils to understand funding opportunities available through federal COVID-19 relief legislation, including:
 - ▶ Employee Retention Tax Credit (Its value to the Movement is tens of millions of dollars, and the program is ongoing.)
 - ▶ Economic Injury Disaster Loans (EIDL)
 - ▶ National Service Programs, including AmeriCorps and AmeriCorps VISTA
 - ▶ Elementary and Secondary School Emergency Relief Funds (set aside for out-of-school and afterschool programs)

Growing GSUSA's Strategic Partnerships, New Ventures, and Philanthropy Efforts

As its sixth Board Commitment for this triennium, the board, its philanthropy chair, Sue Major, and vice chair, Beth Bovis, set its goal to grow charitable giving at the local and national levels. In this regard, the GSUSA Strategic Partnerships and New Ventures (SPNV) team was charged with cultivating strategic partnerships to increase investment in Girl Scouting and to identify, engage, and activate our more than 50 million alums.

Fiscal Year 2021 Fundraising

During FY 2021, we raised more than \$20 million, reflecting the highest fundraising achievement in a single fiscal year for GSUSA. Contributions include funding from major corporations and foundations in excess of \$16.1 million¹, and \$2.7 million of this was paid directly to councils to deliver new programming to girls.

Outdoor strategy support:

- Elliott Wildlife Values Project (Girl Scout Tree Promise)
- Johnson & Johnson (Math in Nature badges K-5)
- Hydroflask (Girl Scouts Love the Outdoors Challenge)
- Thor Industries and The VF Foundation (Girl Scouts Love State Parks)

STEM programming support:

- AT&T (STEM Festival, through the tremendous assistance of former board member Anne Chow, CEO of AT&T Business)
- Instagram (Digital Leadership badges K-12)
- SETI Institute (space science programming)

Entrepreneurship programming support

- Morgan Stanley (Family Financial Literacy event toolkits)
- Fiserv (Cookie Business badges)

Gender Parity support:

- The David and Lura Lovell Foundation

Civics programming support:

- Citi Foundation, which also elevated the impact of Girl Scouts on civics education through the creation and airing of a national PSA featuring Girl Scouts

Council fundraising support:

- Walmart featured Girl Scouts in its online round-up campaign in March 2021, ushering \$1.445 million to councils. (This is included in the amounts paid to councils, as indicated above.)

¹ Includes \$200,000 from LBB/ABC Cookie Partners

Recognizing that there are many prospective national and local donors in the United States that are not receiving any fundraising communications from Girl Scouts, this year GSUSA restructured SPNV to better focus on individual donors and major gift givers. In FY 2022, SPNV will work to increase both the amount of unrestricted revenue to GSUSA, and the pool of prospective donors for Girl Scouts overall. Revenue from the campaign will enable us to diversify our revenue streams and better support the Girl Scout Movement.

This year the SPNV Team also forged an exciting partnership with Dreamworks/NBCUniversal by developing a vibrant and engaging “Find Your Adventure with Girl Scouts” PSA tied to the popular and highly successful film franchise *Spirit*. The PSA launched on May 1, 2021, and tens of thousands of girls were inspired to engage with Girl Scouts through this partnership. The ad value received through the airing of this PSA is over \$16.4 million; it has appeared on 494 stations with nearly 50,000 airings, reaching an audience of 284,108,400.

Recently, SPNV also teamed up with Hasbro’s *My Little Pony: A New Generation* to celebrate the power of friendship and inclusivity. The “Better Together with Girl Scouts” PSA debuted on September 21, 2021, and aired 357 times in its first eight days to an estimated audience of 1.4 million, garnering an ad value of \$69,865. We look forward to watching those numbers grow as the campaign continues into 2022.

Council Support

The SPNV Team launched the 2021 Council Fundraising Toolkit with an array of turnkey, customizable assets to support council fundraising efforts at the local level. The toolkit was created to provide councils with clear, consistent, and engaging messaging to support their fundraising strategies with a variety of audiences, from individual donors to corporations and foundations.

Alums and Supporters

Alums: The overarching vision of the Girl Scout alum initiative is to build a thriving, nationwide alum community that advances the mission of Girl Scouts, provides an impactful experience, and supports the strategic goals of councils and GSUSA. The Girl Scout Network—the community of alums and supporters that launched in 2018 with a LinkedIn page—has grown to over 700,000 subscribers. Members receive our monthly digital newsletter, which connects alums and supporters through compelling content and opportunities to give back as volunteers, advocates, and donors.

Lifetime Membership: Lifetime members are dedicated to Girl Scout values and share the strong belief in girls’ power to make the world a better place. Since January 2019, \$25 of each lifetime membership funds one year of Girl Scout membership for a girl from a marginalized community in the lifetime member’s council, and the result: funds have been provided for more than 30,000 girl memberships. This year, we initiated additional efforts to promote lifetime membership among our alums, members, and supporters, and following approval at NCS in October 2020, a new \$200 lifetime membership level was created for volunteers who have served for ten or more years.

Planned Giving Initiatives

In 2012, Girl Scouts established the Juliette Gordon Low Society to thank and honor those special people, like volunteers Dianne Belk and Lawrence Calder, who have chosen to remember Girl Scouts in their wills or estate plans. Since then, planned giving has grown exponentially. This year alone, the board’s personal planned giving participation increased to 79% from 53%. We encourage all supporters to join the [Juliette Gordon Low Society](#) to help ensure that we continue to build the leaders of today and tomorrow.

In support of the sixth Board Commitment to grow charitable giving at the national and local levels, the board initiated the GSUSA Board Strategic Planned Giving Task Force to identify and develop best practices for planned giving and to align our efforts Movement-wide. These efforts have resulted in additional councils including planned giving in their philanthropy model and other councils with legacy societies using different names changing those names to the Juliette Gordon Low Society, thereby increasing Movement-wide planned giving alignment to 91%. The board also reduced the minimum gift for Charitable Gift Annuities to \$10,000 and lowered the minimum age to 65 to increase prospects for the Juliette Gordon Low Society. Virtual planned giving was also field-tested and templated with great results for councils, and board members joined council presentations to bolster support for planned giving. Finally, with board member attendance and participation, a presentation was developed to assist council board leadership in understanding the power of planned giving, and a short video was developed to assist councils in broadcasting and promoting the Juliette Gordon Low Society.

On October 3, 2020, GSUSA's board also created a new and prestigious Visionary Award to honor forward-thinking individuals who have engaged with Girl Scout donors, volunteers, and staff in new and profoundly meaningful ways, resulting in a significantly strengthened Girl Scout Movement. Then National President Kathy Hopinkah Hannan presented the inaugural Visionary Award to Dianne Belk, founding chair of the Juliette Gordon Low Society and honorary trustee. At the event, in conjunction with NCS 2020, 266 generous and committed volunteers and staff from across the Movement made planned giving commitments to councils and GSUSA, increasing our number of planned giving donors to nearly 5,000, representing gifts to 81 councils and GSUSA and adding about \$12 million to our planned giving pipeline.

Key Government Partnerships and Programs

As mentioned above, in August GSUSA launched the 2021 Girl Scout Cyber Awareness Challenge in partnership with the Department of Homeland Security (DHS), which ran through October 24. This challenge provided girls in grades 6 to 12 opportunities to learn about cybersecurity, practice key concepts, and demonstrate the knowledge and skills they developed. There was a follow-up virtual event for girls hosted by DHS during Cybersecurity Awareness Month in October.

We collaborated with the Environmental Protection Agency (EPA) to celebrate its 50th anniversary in December 2020. GSUSA and the EPA hosted virtual events for girls that promoted STEM careers at the agency and distributed 6,500 co-branded EPA 50th Anniversary patches.

Through contacts with the Presidential Inaugural Committee, Girl Scouts had the opportunity to participate in the virtual inauguration event “America United: An Inauguration Welcome Event Celebrating America’s Changemakers.” Twenty-nine Girl Scouts from across the country led the Pledge of Allegiance to open the event. In addition, through relationships with the White House and the White House Gender Policy Council, we secured an invitation for 15 Girl Scouts, including Gold Award Girl Scouts, to participate in a virtual high school graduation event with Vice President Kamala Harris that aired May 23 on CNN.

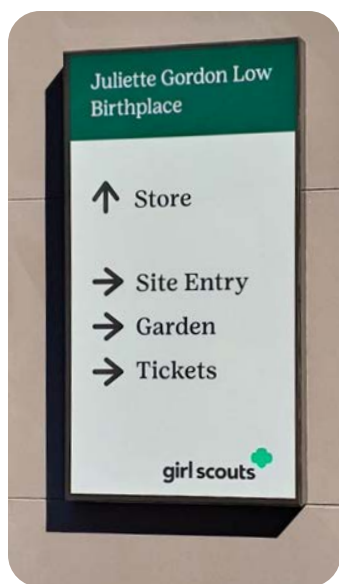
Finally, we launched Troop Capitol Hill with a new model that ensures active engagement by members. All women in Congress were invited to join, and membership is steadily growing among a committed contingent of Congresswomen—currently there are 25 members (six senators and 19 representatives).

Stewardship of Our Girl Scout Properties

The Birthplace: The Heart and Home of the Girl Scout Movement

The Girl Scout trail starts at the birthplace of Girl Scouts' founder, Juliette "Daisy" Gordon Low, in Savannah, Georgia. Here, at the Juliette Gordon Low Birthplace, visitors engage with stories of Juliette and other women who were inspired by the Girl Scout mission.

During 2020 and early 2021, a major renovation project turned two historic outbuildings into state-of-the-art ticketing, program, and retail spaces, while respecting and protecting the history of the structures. With a newly designed and installed garden for events and visitor enjoyment, the birthplace has been transformed from a historic house to an entire campus, effectively doubling the square footage. The changes also enable the historic site to better serve people with physical and brain-based disabilities by installing elevators, ramps, accessible restrooms, a sensory room, and other features. With this renovation, we are creating a space where more girls and visitors can connect with the site's history in a modern, innovative, and impactful way.



Harnessing the Value of Our Girl Scout “Jewels”

Girl Scouts is in a truly unique position as one of the few organizations in the United States with the reach and scale to positively impact the workforce pipeline with our membership, programming, and property assets. In November 2019 we initiated a reevaluation of our Movement’s 92,100 acres of property—our Girl Scout “jewels”—and our 3 million square feet of meeting space to better support and deliver our program to girls. A key component of this work is understanding how properties could be considered assets that support council operations and program delivery.

In 2019 and 2020, through our partnership with Newmark Knight Frank (Newmark), one of the largest and fastest-growing commercial real estate advisory firms worldwide, Newmark and GSUSA prepared baseline reports to assist all councils in managing their properties that:

- Highlighted membership growth opportunities;
- Optimized asset utilization, aligning facilities and service units to best serve all Girl Scout communities; and
- Identified community, corporate, academic, alum, and other partnerships that may be beneficial to Girl Scout facilities and properties.

In May 2020, GSUSA delivered customized council executive summaries to supplement the baseline reports, including updated financial benchmarking and information on the various Newmark resources available for councils during this challenging time. In addition to the individual council reports, we are analyzing the Movement portfolio to identify the top opportunities to improve the financial health of councils, establish consistent council benchmarking, and identify best practices in order to move toward self-sustaining properties.

Part 3: Character



In its third Board Commitment, the board stressed the need for the entire Movement to champion and protect our federated model at the troop, service unit, district, council, national, and global levels. Keeping our Girl Scout network aligned ensures that GSUSA and councils are all working together as one enterprise and are able to maximize our resources, alleviate confusion and uncertainty, and create efficiencies that can be leveraged and scaled across our systems. Many of our efforts in 2021 were focused on updating, clarifying, and improving existing processes and building trust and effective collaboration—all while planning for even greater alignment in areas such as program, marketing, and philanthropy in 2022.

Network Alignment

The board has particularly appreciated its members' inclusion in events and programs with councils and USAGSO (such as exceptional Gold Award celebrations!), as well as national events sponsored by GSUSA. By way of a summary, as of September 18, 2021, board and National Board Development Committee members have participated in 52 events with 40 councils, USAGSO, and other Movement members. We also instituted smaller, Zoom-based, and more interactive quarterly board chair meetings with the national president and interim CEO to foster robust, honest, and transparent dialogue on critical Movement matters. Excluding the board chair convenings, between events and outreach calls to councils, the board has connected with 100 councils since January alone, and we hope that this number will increase in the next fiscal year.

Council Litigation

GSUSA was pleased to announce that earlier this summer the Farthest North Girl Scout Council (Farthest North) and GSUSA settled their two lawsuits. The parties are excited to put these litigations behind them and look forward to working together to deliver on Girl Scouts' mission for the girls of Alaska. GSUSA also welcomed Farthest North onto the common technology platform. We encourage all our stakeholders to work with GSUSA and both Alaskan councils—the Farthest North and Girl Scouts of Alaska—in order to bring Girl Scouts' life-changing experiences to even more girls in Alaska and to expand our offerings in the state.

Consequently, only one council, Middle Tennessee, continues to operate on an independent technology platform, owned by a company named Align3, LLC, and the council has unfortunately filed litigation against GSUSA. While we cannot comment on pending litigation, please know that the board and GSUSA are laser-focused on resolving this matter in the best interest of Girl Scouts in that council.

Scouts BSA Litigation

The Movement is also aligned against the anti-competitive actions of Scouts BSA seeking to purposefully create marketplace confusion so that girls and their families mistakenly join Boy Scouts instead of Girl Scouts. Our lawsuit to protect our intellectual property and business interests remains pending in the Southern District of New York. Unfortunately, many Boy Scout councils are continuing their unacceptable actions, and as we approach fall registration, we have been advised of instances of actual confusion and illegal activity (including using Girl Scouts' trademarks in Boy Scouts' marketing and other activities). If you are aware of any such improper conduct, please notify GSUSA at trademarks@girlscouts.org.

Strategy Implementation

We also made progress on clarifying the roles and responsibilities for developing and implementing strategy. We all agreed to the importance of the board developing Movement strategy as well as a GSUSA

international strategy by gathering input from outside experts and internal stakeholders, and to the necessity of GSUSA management being accountable for implementing the strategy through initiatives led by key GSUSA leaders and council committees. We continue to work on clarifying the accountability of both GSUSA and councils for Movement strategy results, and the Strategic Advisory Committee, led by board member Jeanne Bickford, will continue the discussion at the November Board Chair/CEO Conference.

Committees

Committees, comprised of council and GSUSA leaders, are one significant way that we embrace our collective roles and responsibilities while upholding an enterprise view of the organization. An important objective for the Network Alignment Committee this past year has been assessing committee effectiveness and implementing improvements to gain greater efficiency, clear accountability, and measurable results. A survey of all committee members showed much progress was made on many of these fronts. We have integrated and streamlined many stand-alone committees under fewer, broader, overarching committees, have expanded representation, and are better matching skills and experiences with committee needs. We also discovered that there is more work to do in the processes for appointing and training coleads and improving cross-committee communication and integration, so we have established quarterly meetings for all committee coleads and a monthly reporting process for all committees so progress can be tracked by everyone and opportunities for alignment can be identified quickly.

It was clear from survey results that there was great respect and appreciation for the contributions and efforts of the many committee members, and participants felt strongly that committees are critical to keeping our network aligned and effectively executing on strategy. We have continued to strengthen the Council Action Network, which has been instrumental in providing two-way communications between councils and GSUSA as well as regional communications and a support network among council CEOs. There was strong commitment to building a culture of trust so that all council leadership feels confident that committee representatives are doing the best work possible on behalf of the Movement.

Communication

A strong network relies on open, transparent, and fulsome communication. The seventh Board Commitment was to provide consistent dialogue across all channels to ensure transparent governance. To this end, making all our communications focused, organized, and strategic has been a key priority for the organization this year. Regular sharing of results in achieving Movement strategic objectives happens monthly with all council leadership. We are providing more frequent updates to national delegates, including providing executive summaries of board meetings, and we have moved to the annual publication of this stewardship report. The board has also appreciated the candor and vision shared on its outreach calls with council board chairs and CEOs.

Important to highlight is one successful collaborative effort that was completed this year via enhanced and expedient Movement communication and collaboration. To address the material number of lapsed members, in spring 2021, the board activated a pre-decision communication process to gather valuable feedback about the changes to Extended Year Membership. Nearly 700 written comments were shared with the board prior to its approval of the changes. The ultimate result of this Movement-wide collaborative effort was that, as of September 30, 2021, a total of 15,800 lapsed members returned to Girl Scouts via the Extended Year campaign, and the total number of members registered through the campaign for the year is 85,647—the largest year to date.

Girl Advisory Board

Through the new Girl Advisory Board, we are fostering an ongoing national leadership conversation that ensures the girl voice is at the center of everything we do and that GSUSA exemplifies girl-led leadership at the highest levels of the organization. We are engaging this group to contribute insights and innovative ideas for serving girls in the 21st century.

After the successful pivot of the G-TEAM during the pandemic—and with years of engagement with girl advisory teams that have included girl innovators and previous National Council Session G-TEAMS—GSUSA was well positioned to assemble an ongoing group of girl leaders to inform and partner with GSUSA on older girl engagement. Many councils had already implemented girl advisory boards with great success in programs, operations, and mission delivery, and our GSUSA model intends to build on these successes and align the Movement around best practices.

We received over 350 applications from 83 councils and USAGSO that were evaluated by councils, GSUSA staff, and national volunteer partner reviewers, then by a small internal committee. Ultimately, we selected 22 girls in grades 8 to 12 representing 21 councils and USAGSO. The Girl Scouts selected come from many backgrounds and have a wide range of interests and experiences.

Girl Advisory Board members will serve a two-year term and serve as a link between girls at the local and national level. They will work on three to four key initiatives aligned to our Movement strategy, including membership growth, DEI/RJ, and brand relevance, as well as advise on additional initiatives as requested. Members will also liaise with council girl advisory boards to lift local girls' advocacy nationally.





Because of you, she's got this.

National Volunteer Month 2021

Volunteers: The Backbone of Girl Scouts

Volunteers bring the Girl Scout experience to life and ensure that girls are prepared to meet any challenge with confidence, compassion, and success. They are the indispensable role models and mentors whose support helps girls grow into women who go on to achieve incredible things.

Volunteer Support

Since the disruptions brought by the pandemic to our regular in-person program delivery, it has been more important than ever to support councils' tech capability to keep troops connected during times of social distancing and fluctuating health guidance. In 2020, GSUSA offered Zoom licenses at a reduced cost, which enabled all councils to respond quickly with videoconferencing to stay connected with their staff, volunteers, and girls. This year we offered an expanded Zoom license to support virtual programming.

Additionally, we launched the Troop Leader Blueprint, an online resource providing programming for badges, events, and service projects, thus supporting troop leaders in planning troop meetings and activities. We expanded use of the gsLearn platform for all GSUSA trainings, including badge rollout and volunteer training on the new membership workflow, and introduced broader access to support volunteer use of the Volunteer Toolkit.

Finally, we posted tactical content for volunteers on [girlscouts.org](https://www.girlscouts.org) to support them in navigating the unique challenges posed by COVID-19, including [how to battle Zoom fatigue](#), [the new normal for community service and Take Action projects](#), and [keeping things girl-led at home](#). We also hosted a “[Tips for Troop Leaders Live](#)” monthly webcast series focused on real-world advice and practical tips for making the most of the troop leader experience.

Volunteer Voices

In the best-case scenario, volunteering with Girl Scouts is not just about giving. It is also about gaining—a sense of purpose, fulfillment, social connectedness, and community. As mentioned above, recently the Girl Scout Research Institute documented [benefits troop leaders experience through volunteering](#). Our

researchers also sought to quantify this using Girl Scout Voices Count (GSVC) survey data.

Through the pandemic, our volunteers continued to adapt and show up for their troops—holding virtual and in-person meetings when safe, dropping off supplies to support Girl Scouting at home, and providing safe spaces for girls to connect and find support. It's no wonder that eight in ten girls say Girl Scouts helped them feel less isolated or lonely and eight in ten parents/caregivers said that Girl Scouts provided an important sense of normalcy or was a source of comfort during a challenging year. Our data also looks at the extent to which leaders gain from their volunteering experiences.

GSRI piloted a new metric of “volunteer thriving,” and GSRI found that troop leaders who are thriving can be themselves in Girl Scouts; have opportunities to use their talents, skills, and passions; and are fulfilled, happy, and energized by their time volunteering. Their time and efforts are valued and supported by both girls and caregivers in their troops and by the Girl Scout organization. Feeling valued and supported is especially important as troop leaders face an increasingly complex landscape of leading that often extends them beyond their comfort zones. As GSRI continues to investigate thriving, Girl Scouts will be able to provide guidance on how best to improve the value proposition and experience of volunteers who are not thriving or struggling to do so.

Culture

As a values-based organization, GSUSA is focused on a culture that reflects the Girl Scout Promise and Law that is at our very foundation. We have committed ourselves to fostering and developing this culture and ensuring that it also supports efficient and effective ways of work, allows us to retain the talent that we attract, and supports meeting our objectives. It is important to highlight the recent successes of steps and actions that were instituted four years ago, including the following:

Gallup Yearly Employee Engagement Survey and Community Engagement Champions

In 2018, we contracted with Gallup for their yearly Q12 employee engagement survey to solicit employee feedback. As a result of the first year of feedback, we increased two-way manager-employee communications to ensure employees felt their opinions mattered. In 2019, we expanded the Gallup initiative to include engagement champions in each community to ensure yearly Gallup results were acted upon for positive change in ways unique to each community. Since inception, our employee engagement rating has steadily improved, moving from 3.63 to our largest one-year increase this year—0.39 points—to 4.02. While we still see areas for improvement, this year's rating tells us we are on the right track.

Employee Engagement Groups

In 2019, we began sponsoring staff-initiated employee engagement groups, creating a charter and providing executive sponsorship and a small budget for meetings and speakers. We now have three very active groups: gsPride focusing on LGBTQIA+ allyship, advocacy, and inclusion; gsMosaic with a mission to acknowledge, celebrate, and contribute to the cultural and racial diversity of GSUSA; and gsBabies focused on assisting GSUSA in supporting employees who are parents and caregivers from the time they are planning, expecting, and raising young children. These groups have made an important impact on fostering and promoting an inclusive culture at GSUSA.

Ongoing Culture Discussions and Actions at All Staff Levels

In 2020, during the pandemic, we focused on creating a more collaborative work style, as opposed to siloed, hierarchical cultural traits, and we reorganized GSUSA to facilitate cross-functional work streams. We sought creative ways to support our staff as they dealt with the impact of the pandemic on their personal lives, focusing on management by goals and objectives and less by hours at work. In spring 2021, we conducted an all-staff culture survey as part of our preparation for welcoming and onboarding a new CEO, and staff responses indicated that we need to continue our focus on elevating learning and enjoyment while keeping our result-, mission-, and safety-driven traits.

Part 4: Financial Report



Economic Realities

The COVID-19 pandemic continues to significantly impact the economic landscape in the United States and around the world through 2021. Although unemployment has improved somewhat, and individuals and organizations have benefited from government relief, many families continue to struggle to meet even their basic needs. Girl Scouts has experienced unprecedented losses in membership as access to schools has been extremely limited, and parents have little time to focus on out-of-school activities. Due to this, cash flow at GSUSA has been negative as we continue to invest in girls even though our revenues have decreased significantly. Our strong balance sheet and investment gains have allowed us to do so. We also received \$9.3 million in Payroll Protection Program funds from the federal government, \$7.3 million of which has already been forgiven.

In keeping with the first board commitment to ensure the long-term sustainability of Girl Scouts, the board has prudently deployed funds and managed risks to offset the loss in membership revenues and invested strategically in membership retention and recruiting. This is thanks in large part to the exceptional work of our treasurer, Valarie Gelb, our audit chair, Rose Littlejohn, and our Pension Advisory Committee chair, Maryann Waryjas.

Financial Reporting Periods

The previous stewardship report included historical financials for FY 2017 to 2019, and comparisons versus FY 2014 to 2016. This report includes the financials for FY 2020 and a comparison to FY 2019, and the commentary references the current FY 2021, which ended September 30, 2021. Financials for FY 2021 were not available at the time the report was prepared.

Financial Results—Balance Sheet

As of September 30, 2020, GSUSA had total assets of \$258.9 million and total liabilities of \$79.8 million, resulting in net assets of \$179.1 million, or 5% percent less than the \$187.7 million in net assets at September 2019. The decrease is attributable primarily to investments in girl programming, recruiting efforts, the brand refresh, virtual cookie program, launch of Volunteer Systems 2.0, and new uniforms.

Financial Position for the Year Ended September 30 (in \$M)

	2020	2019
ASSETS		
Cash, inventories, and other	30.3	45.4
Investments	179.9	176.4
Fixed assets	48.7	49.6
Total assets	258.9	271.4
LIABILITIES		
Accounts payable, deferred revenue and other	60.1	58.0
Pension liability	19.7	25.7
Total liabilities	79.8	83.7
Net assets	179.1	187.7
TOTAL LIABILITIES AND NET ASSETS	258.9	271.4

Financial Results: Income Statement

For FY 2020, revenues were \$99.1 million or approximately \$27 million lower than FY 2019. Major variances included lower membership dues of \$(5.9) million; lower sales of Girl Scout merchandise \$(7.3) million; lower royalties of \$(1.5) million, primarily as a result of lower cookie sales; and lower contributions of \$(9.1) million, as many corporations diverted their philanthropic giving to the COVID-19 crisis and first responders. At the same time, operating expenses were reduced by \$(8.9) million, including reductions in personnel and discretionary spending. Partially offsetting these were \$14.6 million in non-operating gains due to gains in investments and lower accounting expenses for pensions.

Statement of Activities for the Year September 30 (in \$M)

	2020	2019
OPERATING REVENUE		
Membership dues	49.9	55.8
GSM gross profit and royalties	24.4	33.2
Contributed income	8.4	17.5
Training & meeting revenue	2.2	5.2
Investment income allocation	6.6	7.2
Software maintenance	5.8	5.8
Other	1.8	1.2
	99.1	125.9
OPERATING EXPENSES		
Program services	106.1	116.3
Fundraising, management, & general	16.2	14.9
	122.3	131.2
Deficiency of revenue over operating expense	(23.2)	(5.3)
Non-operating gains (losses)	14.6	(5.8)
CHANGE IN NET ASSETS	(8.6)	(11.1)

Support Provided by GSUSA to Girl Scout Councils

The pandemic hit councils hard and quickly—resulting in a severe and sudden impact on all aspects of their operations and financials. GSUSA distributed \$3.2 million in FY 2020 and \$8.8 million in FY 2021 in direct financial support to councils. Other council support offered by GSUSA over the past year includes:

- Securing an opportunity for Girl Scouts to be featured as Walmart’s Charity of Choice throughout March in their online Round Up Program, which gave Walmart customers the option at checkout to round up their transaction total to the nearest dollar to benefit Girl Scouts. While GSUSA collected the funds, 100% of the \$1.455 million received was distributed to councils based on the customer’s billing zip code.
- Negotiating partnerships with four national retailers—Walmart, GNC, Petsense, and Food Lion—who hosted 49,000 booths across 3,400 locations, with over 8,000 troops participating, as well as a partnership with Grubhub, which yielded nearly \$1 million in sales across over 100 participating councils.
- Offering training for new council CEOs via virtual bootcamp sessions in August and September 2020, as well as one-on-one onboarding sessions for 11 new CEOs. We also hosted virtual training courses for council board chairs in September 2020 and September 2021.
- Negotiating an agreement with BoardSource, a national nonprofit that offers a variety of training and education programs to help strengthen and support board performance. Because councils now have access to BoardSource’s library of resources, tools, and templates and a blanket cost, we are able to effectively and confidently outsource board training.

National Girl Scout Council Retirement Plan (NGSCR)

There are currently 98 councils that are employers in the multiple employer CSEC pension plan (the Plan). GSUSA works with the Pension Advisory Committee, which includes representatives from councils, the Finance Committee, and the board to improve the funded status of the Plan. GSUSA realizes the burden that the pension contributions place on councils and is continuing to commit resources to seeking ways of improving the funding of the Plan.

The Plan has been frozen since July 31, 2010. As the fiduciary and sponsor of the Plan, GSUSA is obligated to ensure that all participants receive their earned benefits in the Plan. All beneficiary payments are being made as required.

On June 30, 2021, the most recent date for which information is available, Plan assets equaled \$514 million and the Plan was 76% funded. This is a significant improvement as the Plan was only 70% funded at the end of 2020 and 58% funded at the end of 2016. Strong investment returns were 12.1% over the three-year period versus an 11.9% benchmark and contributed greatly to the improvement in funded status.

Councils were contributing approximately \$32 million on an annual basis to the Plan. For FY 2021 and FY 2022, GSUSA is providing to councils \$6 million annually to offset pension expenses. In addition, the Plan has met the funding threshold set by the Internal Revenue Service and is no longer required to make an annual minimum contribution of \$30 million, and contributions will be reduced to \$26 million in FY 2023.

Outlook for 2022 and Beyond

Given membership projections for the next two years and the negative impact on Girl Scout merchandise sales, finances will be very tight. We are committed, however, to ensuring that the financial health and viability of our Movement and the cost structure of the organization is appropriate, while continuing to deliver the Girl Scout experience to our girls, caregivers, and volunteers. We are moving strategically forward to reach more girls, enhance our program delivery, and increase our impact on girls, families, volunteers, and communities.

In these incredibly challenging times, our country needs Girl Scouts more than ever—and girls need Girl Scouts. The value we bring to girls' lives is reflected in the impact our 50 million living alums have had on the country and the world—as leaders in government, STEM, business, entrepreneurship, finance, sports, environmental stewardship, entertainment, and more. The value is also reflected in the extraordinary Girl Scouts, a few of whom are highlighted in this report, who are already showing the power girls have to be leaders and change-makers in their communities and the world.